

# Housing Management Bulletin



7, No. 1

MANAGEMENT DIVISION  
NATIONAL ASSOCIATION OF HOUSING OFFICIALS

January 28, 1944

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## DIVISION ACTIVITIES

### Chairman Ducey Resigns

Major events in the Division's affairs of the past month were the resignation on January 5 of Chairman John M. Ducey to accept a commission in the United States Navy and the election by the Division's Executive Council of former Vice-Chairman Paul Allen to serve out Mr. Ducey's term, which expires at the time of the Division's next Annual Meeting. Moved up to act as Vice-Chairman for the same period of time was Raymond E. Nelson, elected last May for a three-year term on the Council.

In addition to the vacancy on the Executive Council which Mr. Ducey's resignation created, a second vacancy had existed for some time due to the resignation of Finley Vinson to join the United States Army. These two vacancies were filled by the election of Ervin W. Blum, Executive Director, Housing Authority of the City of Houston, and George Schermer, Administrative Assistant, Detroit Housing Commission, both to serve until the next Annual Meeting of the Division.

Under these newly-elected officers and Councilmen, the Division's fifth year will come to a close at the 1944 Annual Meeting, set for one of the three days May 3-5 now scheduled for the annual conferences of NAHO and the Division. The three months between now and the Meeting are expected to be active ones for the Council and for the seven Committees of the Division.

### Committee on Housing Management Training

The Committee on Housing Management Training has always been one of the most active in the Division. The 1943-44 Committee under the chairmanship of John A. Kervick of New York has met several times, initially with the Federal Public Housing Authority's Office of Housing Management Training. At that time, the Committee agreed to assume at least temporary responsibility for investigating with

universities and colleges the possibilities of pre-employment management training and definite, immediate responsibility for conducting either one or a series of management institutes during the 1943-44 academic year. Considerable progress has been made on the latter plan and announcement of specific details may be made in the near future. Serving on this Committee with Mr. Kervick are: George S. Binen, FPHA, Washington; E. E. Burkhard, Wichita (Kansas); Dr. C. M. Cain, Atlantic City; William H. Cary, Jr., Newton (Massachusetts); Allen Dowling, New Orleans; John Robert Hill, New York; Mrs. Helen S. MacPherson, New Haven (Connecticut); Wayne McMillen, Chicago; Alonzo G. Moron, Atlanta; Helen Phelan, Cleveland; Allen R. Potter, Seattle; Sherwood L. Reeder, Detroit; Miss Geraldine Russell, Pittsburgh; Eric H. Thomsen, San Francisco.

### Committee on Operating Technique

The Committee on Operating Technique continues the work of the previous Committee on Maintenance Methods and Problems and has assembled through its past and present functioning a considerable number of papers and reports that it is hoped will eventually be collected for summarizing and publishing. J. Gilbert Scheib of New Orleans is the Committee's 1943-44 Chairman; C. P. Thiemonge of Birmingham is Vice-Chairman; the other members are: E. G. Boehringer, Baton Rouge (Louisiana); Ray Y. Copelin, North Long Beach (California); E. W. Emmett, Lake Charles (Louisiana); Harold Barker Fliege, Wellesley (Massachusetts); Clee W. Foster, San Francisco; W. A. Gail, Denver; George Genung, New York; Alex Johnson, Lakewood (Ohio); Philip Kent, Chicago; Peter M. Lynch, Atlanta; J. W. Pratt, Wheeling (West Virginia); James D. Richardson, Vallejo (California).

### Committee on Management Aspects of Design

The Committee on Management Aspects of Design is another of the Committees of the Division.

SEND NEWS, IDEAS, REPORTS, AND OTHER MATERIAL ON MANAGEMENT TO THE BULLETIN



vision that has been continued from previous years. A Committee questionnaire on a few very specific points of design is now being circulated among all family-type permanent public housing projects in the country. The Chairman, Walter E. Kroening of Greendale, (Wisconsin), has continued with the Committee from last year, as have many of the 1943-44 members, noted below: J.R. Adams, Seattle; H.F. Allardt, Fresno (California); Orville L. Baublitz, New York; Frank D. Corley, Little Rock (Arkansas); Elmer Jolly, Peoria; Oswald V. Karas, Schenectady; Walter S. Newlin, Arlington, (Virginia); Emil A. Nordstrom, St. Petersburg (Florida); Edward M. Ouren, Omaha; Clemons M. Roark, Chicago; O. E. Schubert, New York; R. Skagerberg, FPHA, Washington; Russell C. Taylor, Columbus (Ohio); Charles C. Weinz, Chicago.

#### Committee on Management of War Housing

The Committee on Management of War Housing, again under the Chairmanship of Lawrence M. Cox of Norfolk, continues the work of 1942-43. The Committee has met twice -- once to draw up a preliminary statement of its assignments for the year and a second time late this month to act on the 24-point statement which resulted from the preliminary discussion. Serving with Mr. Cox on the Committee are: H. R. Emory of Wilmington (North Carolina) as Vice-Chairman; H. W. Blandford, Newport News (Virginia); Raymond J. Hillery, Buffalo; Robert Lealand Hunter, Fort Worth;

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#### THE MASTHEAD

Under the title "Afternoon Nap," the picture in the Masthead appears in the 1941-42 Annual Report of the Housing Authority of the City of Texarkana. The scene is a nursery school for children of working mothers -- operated under a Lanham Act grant -- by the local public school system -- in space provided by the Housing Authority.

## THE USE OF MANAGEMENT BULLETINS IN MAINTAINING GOOD TENANT RELATIONS

by Don R. Bonaparte, Jr., Assistant Manager,  
Ida B. Wells Homes, Chicago

It has become customary for various types of financial and industrial concerns to issue to their clientele or patrons a periodic newsletter or official house organ. It has been found that it is good business to do so.

From the beginning of its operations, the management of the Ida B. Wells Homes has experimented with this technique, as developed by private business concerns. Since that time, special bulletins dealing with such subjects as health, employment opportunities, community activities, and tenant maintenance, or bulletins which praise some phase of tenant activity have been distributed to each of the community's 1658 apartments at irregular intervals. In addition, the "official house organ" (known as the Monthly Reminder) has been distributed once each month since February 1942.

After two years' experience with these methods of communicating with its tenant population, the management of the Ida B. Wells Homes has concluded that they are of inestimable value. The following is an analysis of the approach used in these bulletins:

#### The Indirect Approach

The main function of the Monthly Reminder is to present certain objectives of management to the tenants of the project. For this purpose, an approach relying on the power of suggestion is used in most instances. For example, a bulletin does not say: "Management will be forced to take drastic action unless the destruction of lawns in certain areas is brought to an end." It says instead: "Commissioner Herbert Emmerich of the Federal Public Housing Authority visited us last week and remarked that the general appearance of our lawns indicated that the tenants of the Ida B. Wells Homes have a deep sense of community pride." That statement might be followed by: "We are always glad to receive distinguished visitors, such as Commissioner Emmerich, who is only one of many well known people who agree that the Ida B. Wells Homes is setting an example in better living."

This same approach was used when Mr. Leo Lyons, then the Administrator of the Chicago Relief Administration, visited the Ida B. Wells Homes. During the course of his tour about the grounds he exclaimed: "The place is amazingly clean!" That remark became the principal subject matter of a bulletin. The perceptible effect of that bulletin, and similar ones which followed, was that a "tenant public opinion" began to develop. This method, as proved by results, was far more effective than any of the management's admonitions to maintain clean homes, hallways, and grounds. Those tenants who allowed windows to become dirty, who neglected stairwells, who were indifferent to the behavior of their children, became victims of their neighbors' disapproval.

One bulletin carried instructions for those who might be interested in planting flowers in tree pits and other de-



signed areas. Also included was a list of flowers which can be grown with the greatest degree of success. No one was asked to plant flowers. However, as soon as the planting season arrived, hundreds of tenants became amateur horticulturists. When the flowers began to bloom, the bulletin referred to the project as a "virtual flower garden."

### An Observable Result

Perhaps the most obvious effect of this approach is exemplified in the attention now given the aluminum window sills with which the buildings are equipped. One or two tenants noticed that when the sills were cleaned and polished, they shone "like new money". They polished all their sills - with amazing results. "Eye appeal" was sent soaring. In the next Monthly Reminder the polished window sills received lavish praise. Polished sills soon became contagious - and have remained so. In certain buildings, every tenant has polished his window sills. One hundred per cent conformity, of course, may never be achieved, but the point has been reached where the unpolished sills stand out as the exceptions.

### The Direct Approach

Occasionally a more direct approach has been more effective, as when consumption of gas, electricity, or hot water is excessive. In such cases the bulletin resorts to good old-fashioned fussing and nagging, but it does so in terms of the importance to everyone of keeping operating expenses at a minimum. Even in these instances, the "do's" and "don'ts" are interspersed among recitations of meritorious acts of cooperation. The positive, or "praise", approach is never neglected completely.

### How It's Done — Who Does It

The bulletins are edited by a member of the project's administrative staff, a secretary, who accumulates, day by day, appropriate subject matter by making notes of occurrences of potential "news value". Such material is never lacking. In fact, the greatest problem in editing the Monthly Reminder seems to be limiting its length to give it "readability" and at the same time covering the various subjects that require current consideration.

The format of the bulletin is comparatively simple. It is mimeographed, generally one legal-size sheet in length, illustrated by various artistic designs and figures which portray either the season of the year, a current holiday, or some special event. Little artistic ability is necessary for an attractive bulletin because hundreds of designs and figures, prepared for tracing onto the stencil, are available from mimeograph supply dealers.

### Who Reads The Bulletin?

To the question: "How do you know the tenants read the bulletin?" - the answer, of course, is that we don't know exactly how many people read them thoroughly - and we grant that perhaps some tenants don't read them at all. The important thing is that enough tenants do read them to produce results. The fellow who would never read a bulletin might wash his windows, and even polish the sills, after his neighbor has done so. Hence, the effectiveness of the bul-

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John A. Jessup, Brookline (Massachusetts); Orton F. Keyes, Seneca (Illinois); Horatio N. Ross, Bremerton (Washington); Laurence G. Stewart, Havre de Grace (Maryland); Ernest H. Suhr, Manitowoc (Wisconsin); Hugh A. Wing, Detroit.

### Committee on Rent Policy

Selected representatives from the Committee on Rent Policy met for the first time late this month. The meeting was called in Washington at the specific request of FPHA Assistant Commissioner for Project Management, Mr. Lee F. Johnson, in order that FPHA could consult with the members on the problem of "allowable deductions." Chairman of the Committee is George Schermer of Detroit; Vice-Chairman, Bradford S. Bryar of Cleveland; other members: Don R. Bonaparte, Jr., Chicago; J. Fagg Foster, Cleveland; William H. Gerhardt, Wayne (Michigan); James T. Gobbel, Greenbelt (Maryland); Theodore Goshen, Kansas City (Missouri); Miss Ciel Heyman, New York; Mrs. Ruth T. Morrel, Dallas; Thomas F. Ryan, Buffalo; James E. Scott, Miami; Miss Helen A. Shuford, Washington; Miss Eleanore C. Van Ahlers, Berkeley (California); Kelsey Volner, New York; Carl E. Warner, Butte (Montana).

### Committee on Budget Standards

The Chairman of the Committee on Budget Standards, Raymond E. Nelson of Los Angeles, began to assemble suggestions and material for his Committee's job immediately upon appointment last summer and has called several meetings of the group since that time. The Committee's Vice-Chairman is Marshall Murray, of Los Angeles County; the other members: Russel H. Allen, Hartford (Connecticut); George L. Black, San Bernardino (California); Guy A. Ciocca, San Rafael (California); C. Franklin Daniels, East Orange (New Jersey); Aubrey M. Davis, San Diego; John M. Ducey, Chicago; Delbert F. Engel, Jr., Greendale (Wisconsin); Frank Fife, San Francisco; Louis Friedman, New York; H. H. Hedstrom, Twin Falls (Idaho); Mrs.

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Inez B. Jones, Raleigh (North Carolina); James L. Kearns, Kansas City, (Missouri).

### Committee on By-Laws and Organization

The most recently appointed Committee of the Division is the Committee on By-Laws and Organization, set up in December of last year with Mrs. May Lumsden of New York City as Chairman and with all the members of the Division's Executive Council serving as ex-officio members. Five additional members have also been appointed: J. R. Adams, Seattle; Irving B. Baker, New York; Howard S. Cary, East Paterson (New Jersey); Ralph W. Harkins, Pittsburgh; Mrs. Pauline Hill, Atlantic City (New Jersey). The functions of the committee have been informally described as: (1) Making recommendations for the establishment of permanent or standing committees of the Division; (2) Submitting proposals for improved methods of nominating the Division's officers and Council members; (3) defining policies that will make the Division's role in the planning of annual and regional meetings more effective; (4) considering ways and means of establishing a satisfactory relationship between the Division and groups of management employees that are currently being organized on a state, metropolitan, or regional basis.

### TENANT RELATIONS

H. A. Wing, Housing Manager of Herman Gardens in Detroit, in his column in the weekly newspaper published by the tenants, reported the figures he was submitting to the local authority for project operation for 1944. In publishing these budget figures, he said: "Because the rent charges of your apartments are tied directly to the costs of operation at Herman Gardens, I have kept thinking during the last several weeks while working on next year's budget for Herman Gardens that you tenants would be interested in what it costs to run the project."

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letins can be measured in a variety of ways. It was noted, for instance, that when the management announced in a bulletin that the Board of Health would administer free blood tests, 1318 persons responded in a single day and established a world's record. In a two-day period, more than 1800 persons reported for the tests.

Another example of the effectiveness of the bulletin is indicated by the number of tenants who turn out for the annual tenant-management meetings. The annual meeting is announced by a bulletin that asks at least one member from each family living at the project to attend. It is estimated that more than 95 per cent of the total number of families are represented at each meeting.

So, although it is true that the management has no way of knowing whether or not everyone reads its bulletins, by measuring the response to a specific matter covered in a bulletin, their effectiveness has been easily determined and, in the final analysis, it is results that count.

**Editor's Note:** The Public Relations Department of The Philadelphia Housing Authority prepares printed, illustrated bulletins of the type described above for distribution to the tenants of all the Authority's projects. Under such a mass distribution plan, production costs, pro-rated among the projects, are very low (about 1¢ each) and general management policies can be announced simultaneously throughout the city. By having each manager submit material, it is also possible to specialize the copy, to a certain extent, for each project.

### CARE AND USE OF FIRST AID FIRE APPLIANCES

by S. Walter Van Nostrand, Fire and Safety Engineer,  
Region II, Federal Public Housing Authority

Since in many instances it is impossible to replace damaged fire extinguishers due to the fact that certain types have been discontinued for the duration of the war and others have been assigned for the exclusive use of the Armed Forces, it is extremely important that every care be exercised to prolong the lifetime of such equipment now in use. The following general rules, if adhered to, will materially lengthen the period of service of extinguishers:

1. Make sure that all members of your staff are thoroughly familiar with the location and proper use of each type of extinguisher.
2. Be certain that each extinguisher is accessible and ready for use at all times. Equipment not in working order is useless and one such extinguisher may be the cause of considerable property damage and even loss of life.
3. Keep on hand a supply of refills or charges for immediate use in putting equipment back into operating condition; do not wait until you need such replacements to order them.



4. Recharge or refill extinguishers immediately after use, and also after the period of time specified for each type.

5. Use only the type of recharge recommended by the manufacturer.

6. Follow closely the recharging instructions to insure dependability; do not overcharge.

7. Inspect extinguishers semi-monthly to make sure they are filled, are in proper working order, and have not been tampered with.

8. If extinguisher has been damaged in any way, send it to manufacturer for testing, repairs, etc. Do not attempt to have the repairs made by a member of your staff, as this type of work requires highly specialized skill.

#### Fire Classifications

There are four groups of fire classifications. They are:

##### Class "A"

(Fought by quenching and cooling)

- Wood, paper, textiles, excelsior, rubbish, etc.

##### Class "B"

(Fought by blanketing or smothering)

- Oils, greases, inflammable liquids

##### Class "C"

(Fought by use of a non-conductor)

- Live electrical equipment - both household and industrial

##### Class "D"

- Automobiles, trucks, buses, boats, etc.

Fire extinguishers are made to cope with fires in the incipient stage only; they are useless after a fire is well started. The letter "A," "B," or "C" appears on most extinguishers to serve as a guide in determining which type of extinguisher is to be used on which classification of fire. Generally speaking, there are six common types of extinguishers:

#### Water Pump Tank Type — for "A" Fires

As the name implies, this extinguisher is placed in operation by pumping and has been found effective up to a distance of 35 feet. Its cooling effect is the principle on which its extinguishing powers are based. The entire contents of the 5-gallon size can be discharged in approximately one to two minutes. It can be used only on Class "A" fires.

#### Soda and Acid Type — for "A" Fires

This most commonly used type of extinguisher is placed in action by inverting and should be carried to the fire in an upright position. When inverted a chemical reaction takes place, creating a pressure which in turn expels the extinguishing agent. Approximately one minute is required to discharge contents, and it is effective up to about 30 to 35 feet. A cooling effect is also the principle on

## WE PRESENT...



**DIVISION  
CHAIRMAN  
PAUL  
ALLEN**

For the five months from January to May of this year, Mr. Paul A. Allen is to serve as the Division's Chairman (see page 1, this BULLETIN). Mr. Allen is now Housing Manager of the Housing Authority of the City of Wilmington (North Carolina), charged with the responsibility for the management of all housing leased and owned by the Authority — some 6100 units. He came to the Authority in 1941 to manage a 216-unit low-rent project and was later assigned to a 1059-unit war project. Within a year of his coming to Wilmington, he was given the overall management job he now holds. He came to Wilmington from Raleigh, where he had been with the Housing Authority since 1938 as accountant and Assistant to the Executive Director. Previously, he had been in the real estate business there.

Mr. Allen was born in St. Louis and attended the University of California, North Carolina State College, the University of North Carolina, and The Citadel in Charleston.

Of the Division's job, Chairman Allen has this to say: "Many of us are today engaged in the management of war housing developments . . . It is our responsibility to evaluate our experiences and retain for the future management of housing those practices which prove to be of value. . . The Management Division, by acting as the clearing house for management practices during this phase of housing, can perform an invaluable service to future housing management. . ."





### CLEAN-UP CAMPAIGN

Two of the tenants of the Housing Authority of the City of Atlanta as pictured in its fourth annual report.

### NEWS NOTES

#### NEW ORLEANS . . . Co-op Bus

Mr. Sheldon C. Mays, Project Manager of the St. Bernard Project in New Orleans, made the following report at the 1943 NAHO Regional Conference:

"In October, 1942, the cooperatively operated Shuttle Bus Service was begun with seven men from the Civic Club forming the Executive Committee in charge. The bus was rented for the sum of \$25 per week, two drivers were hired at \$15 each per week, and a cashier at \$12.50 per week.

"After the first two weeks of operation it was found possible to make a substantial down payment on the bus and it became the property of the tenants. At the end of the third week salaries of the drivers were raised from \$15 to \$25 per week and the cashier from \$12.50 to \$18.50 per week. Thus far some 400,000 passengers have made use of the bus.

Through Shuttle Bus income a project newspaper has been published and distributed free of charge to every project family

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which its extinguishing powers are based and it, too, can be used only on Class "A" fires.

#### Foam Type — for All Fires Except "C" Fires

Like the Soda and Acid type, this extinguisher is operated by inverting. The chemicals—solution of aluminum sulphate and sodium bicarbonate—create about 20 gallons of smothering foam or bubbles filled with carbon dioxide gas. Extinguishment is by what is known as the blanketing and smothering effect, and can be used on all types of fires except Class "C", since the stream developed is a conductor. It can be secured as a protective medium only in the event large quantities of inflammable liquids are used.

#### Vaporizing Liquid Type — for "C" Fires

This type of extinguisher has a carbon tetrachloride base and can be used effectively at temperatures as low as 25° to 30° below zero. The contents are of a non-conducting type, can be used effectively on Class "C" fires at a distance up to 20 feet, and are not harmful to electrical equipment. This extinguisher can also be used on small inside Class "A" fires and on small Class "B" and Class "D" fires. It extinguishes fire by a cooling and blanketing effect and one quart size can be fully discharged in 45 seconds.

#### Dry Powder Type — for All Fires Except "A"

One extinguisher of this type has now been approved as a war emergency device in place of the vaporizing liquid type extinguisher. The powder used is principally sodium bicarbonate and it can be used only for a distance of 6 to 8 feet. The powder on meeting the flame generates carbon dioxide gas and thus extinguishes the fire by blanketing. It can be used on all fires except "A"

#### Carbon Dioxide Type — for "B" and "C" Fires

This type extinguisher uses carbon dioxide, which is a non-conductor. Most models of this type are placed in action by opening a controlling valve or nozzle, which releases the gas stored in the cylinder under a pressure. It can be used only up to a distance of 5 feet. The gas blankets the fire.

#### Precaution Against Freezing of Fire Appliances

All fire extinguishers using water for fire extinguishment must have special attention before freezing weather sets in. Extreme care must be used in order to have this equipment ready when needed.

Water barrels, pails, or hand-pump type extinguishers which are located in a place subject to freezing temperature, should have their contents treated to lower the freezing point in accordance with the following:

#### To Make 2½ Gallons Anti-Freeze Solution:

Approximate Freezing Temperature	Water	Calcium Chloride*
10°	2 gals. 1 pt.	5 lbs.



00	2 "	1 "	6 1/4 "
-10°	2 "	- "	7 lbs. 6 oz.
-20°	2 "	- "	8 " 6 "

\* (Commercial 75%)

Carbon tetrachloride type extinguishers do not freeze. Soda-acid and foam extinguishers can be protected from freezing only by being kept in a heated room. The above calcium chloride solution is not to be used on either of these types. Do not attempt to add any "non-freezing" compounds of any character to these extinguishers.

If your project is equipped with a water pump, see that it is kept in condition for immediate use and that pump room temperatures do not fall to the point of freezing.

### Care of Fire Hose

Fire hose is expensive but if properly taken care of will last a long time. The following simple directions, if followed, will add years of serviceability to your hose:

1 - First, try hose on hydrants, nozzles, etc., to see if proper threads have been provided.

2 - All hose should be tested every spring and fall. If kept in a hot, dry place water should be passed through the hose each month, especially during the summer months. Unlined linen hose may have considerable seepage when water is first turned on, but once the hose is saturated the seepage will be gradually eliminated.

3 - When handling hose be careful to protect the couplings from damage. Use powdered graphite on couplings; do not use oil. Keep oil, grease, gasoline and acid away from fire hose.

4 - Do not dry hose in the sun, and keep it away from heat. After hose has been used, hang carefully to insure proper drying. If hose is not properly dried, sulphuric acid forms in the rubber lining, slowly eats through and soon renders the hose unfit for use.

5 - After use, hose should be thoroughly brushed and, if necessary, scrubbed with plain water.

6 - Keep a record of hose, showing make, date of purchase, date of each test and pressure at the time of each test.

7 - Hose racks in dormitories should be inspected weekly, and any leaks at valves, etc., should be reported immediately to the housing manager.

8 - Where possible, hose stored in hose houses should be kept connected to hydrant and nozzle to avoid delay. Hydrant wrench and spanners should always be available. Open up and reroll or fold hose every three months to prevent mildew. When necessary to fold, make bends in a new location each time. A loose roll is usually a better method of storing than folding, as continued folding at one place soon creates breaks in the fabric. Roll loosely so air can circulate.

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and leaders in the community. A number of needy families have been aided. . . . For Christmas, 1942, twenty-five baskets were given to needy tenant families, and nuts, candy and fruit were distributed to all project children. For Easter an Easter Egg Hunt for more than 700 children was held without any expense to project families.

### Multiple-Purpose Employee

The Shuttle Bus cashier serves as librarian of the project branch of the New Orleans Public Library. At present there are more than 400 borrowers. The cashier serves further as Recreational Supervisor, having had some seven years previous experience, and more than 250 children and adults make use of the playground and community building. Each night per week with the exception of Saturdays and Sunday, is designated as either Teen-Age Boys' Night, Teen Girls' Night, Adult Night, etc., when activities suited to the interest of the group in attendance are arranged."

### WILMINGTON . . . Rent Record

In the December report of the Executive Director of the Housing Authority of the City of Wilmington (North Carolina) to the Authority's Commissioners, the following statement appears: "We had a perfect rent collection record again in December and wound up the year with a total 1943 collection loss of \$47.38, all of it at the trailer camp. Collections in December aggregated \$149,327.65; for the year \$1,522,952.04."

### LOS ANGELES . . . Ceramics

As of the first of the year a portable kiln was donated to the ceramics class pictured in the September 28, 1943 Housing Management Bulletin -- a class at Pueblo del Rio in Los Angeles. Thus the class now operates as virtually a complete factory -- designing, molding, and firing its own pottery.



## JOB ANALYSES—MAINTENANCE EMPLOYEES, MANAGEMENT AIDES

### Maintenance Employees

Quoted below is a statement made by J. Gilbert Scheib Assistant Supervisor of Management of the Housing Authority of New Orleans, at a meeting of management aides and maintenance mechanics last fall:

"Maintenance employees shall be used only to perform mechanical and/or manual work, and such employees shall not be permitted to handle any problems between the tenants and management. To assign such a task to the maintenance employees is unfair to said employees, because they are placed at a disadvantage in handling such problems, due to the fact that such employees are responsible for recommending charges against the tenant for maintenance work, beyond expected normal wear and tear; accordingly, this creates certain animosity on the part of the tenant, which naturally affects the reaction of a tenant on any problem, i.e., removing mops, etc., from porches, trash from hallways, flower pots off porches, removal of dogs and cats, disputes between children, damage to shrubs by children and all the many other non-manual problems that mechanics have handled in the past.

"The manager or a member of his staff qualified to handle such tenant problems may handle the situation satisfactorily and without prejudice; therefore, the maintenance employees shall report all violations to the Manager, but the Manager shall correct the situation. . . Maintenance employees, when questioned about any (non-maintenance) matter by the tenant shall politely advise the tenant that his work is mechanical and/or manual, and the information the tenant seeks must come from the Manager's Office in accordance with prescribed regulations."

### Management Aides

At a management conference for tenant aides this winter called by the Region VI office of the Federal Public Housing Authority, Mr. Benjamin Glassberg, Assistant Director for Project Management, said: "It was evident from this Conference how very significant is the position of tenant aide. He plays a major part in interpreting to the public the aims and purposes of public housing. Good housing managers recognize his value and make full use of his services. The efficient management of a housing project depends upon the close cooperation between tenant aide and housing manager. . .

"Some of the desirable attributes of a tenant aide are: (1) Enthusiasm. I cannot imagine anyone being in public housing who is not enthusiastic about the job he is doing. Enthusiasm, of course, must be properly directed. (2) Knowledge of the available facilities and resources. (3) The ability to refrain from making judgments about people. We may think whatever we please, but our relationships with tenants should not be on a judgmental basis. (4) The ability to be good listeners without prescribing. A tenant will usually be satisfied if he has had the chance to talk things over with a tenant aide, so we should not pry into people's personal affairs. If they want help, we

## New Division Members

Aaron, William S. - Housing Manager, Federal Public Housing Authority, Pulaski-Radford (Virginia)  
 Allardt, Hugo F. - Executive Director, Housing Authority of the City of Fresno (California)  
 Apel, Herman J. - Manager, Neville Island Dormitory Project, Allegheny County (Pennsylvania)  
 Barrois, Malcolm J. - Assistant Project Supervisor, Housing Authority of New Orleans  
 Bennett, Philip E. - Senior Housing Management Adviser, Region II, Federal Public Housing Authority, New York  
 Breen, Mary Lurie - Leasing and Occupancy Adviser, Region III, Federal Public Housing Authority, Washington, D.C.  
 Carr, H. L. - Housing Manager, Middletown Gardens, Muncie (Indiana)  
 Cary, Frank M. - Manager, Housing Authority of the City of Oakland (California)  
 Crichton, L. G. - Area Management Supervisor, Region X, Federal Public Housing Authority, San Francisco  
 Deichert, G. A. - Project Manager, Victory Park, Compton (California)  
 Dempster, Milen C. - Director of Management, Housing Authority of the County of Marin (California)  
 Dryer, A. L. - Housing Manager, Federal Public Housing Authority, Oxnard (California)  
 Duffield, Charles J. - Manager, Parkside Homes and Robert Carlé Homes, Detroit  
 Engs, Beth - Management Division, Project Services, Region X, Federal Public Housing Authority, San Francisco  
 FerDon, Monty - Project Manager, Harshman Homes, Dayton  
 Flood, Robert J. - Assistant Director for Project Management, Region IX, Federal Public Housing Authority, Seattle  
 Gerhardt, William H. - Manager, Willow Court and Willow Park, Wayne (Michigan)  
 Glassberg, Benjamin - Assistant Director for Project Management, Region VI, Federal Public Housing Authority, Chicago  
 Goodin, Robert Thomas - Manager, Muroc Homes, Muroc (California)  
 Gray, Joseph C. - Assistant Director for Project Management, Region III, Federal Public Housing Authority, Washington, D.C.  
 Green, Lawrence R. - Housing Manager, Wayne Park, Wayne (Michigan)  
 Herling, Mary Fox - Housing Management Adviser, Region III, Federal Public Housing Authority, Washington, D.C.  
 Hill, Pauline G. - Assistant Manager, Housing Authority of the City of Atlantic City  
 Holtzendorff, Howard L. - Executive Director, Housing Authority of the City of Los Angeles  
 Howell, Austin A. - General Project Manager, Housing Authority of the County of Riverside (California)  
 Johnson, Robert F. - Housing Manager, Ypsi-Park Ridge, Detroit  
 Johnson, Roger - Manager, Aliso Village, Los Angeles  
 Kersting, George - Manager, Lumina Park, Alhambra (California)  
 Keyes, Elliott J. - Assistant Manager, Lafitte Avenue Development, New Orleans  
 Kovner, Alice - Administrative Analyst, Region III, Federal Public Housing Authority, Washington, D.C.  
 LaVine, Joseph - Manager, Avalon Gardens, Los Angeles  
 Licari, Philip - Housing Management Adviser, Region III, Federal Public Housing Authority, Washington, D.C.  
 Lloyd, Efron - Manager, Housing Authority of the City and County of San Francisco  
 Lockman, Ruth G. - Assistant Project Services Adviser, Federal Public Housing Authority, San Diego  
 Mays, Sheldon C. - Resident Manager, St. Bernard Avenue Project, New Orleans



McKenney, George W. - Manager, Newton D. Baker Village, Columbus (Georgia)  
 McFullen, Ralph - Maintenance Superintendent, Housing Authority of the City of Los Angeles  
 Miller, Juanita - Housing Authority of the City of Los Angeles  
 Motz, J. C. Fisher - Manager, Glen-Hazel Heights, Pittsburgh  
 Ostman, Clyde - Housing Manager, Estrada Courts, Los Angeles  
 Palmer, Selma N. - Junior Management Analyst, Housing Authority of the City of Los Angeles  
 Pauw, Pieter C. - Area Supervisor, Region III, Federal Public Housing Authority, Washington, D.C.  
 Pruitt, E. E. - Housing Manager, Beecher Terrace, Louisville  
 Rainey, Robert E. - Area Management Supervisor, Region X, Federal Public Housing Authority, San Francisco  
 Ridpath, Warren H. - Burlingame (California)  
 Sagal, Leo - Los Angeles  
 Saltman, Frances - Supervisor of Applications, Housing Authority of the City of Los Angeles  
 Smith, Jeanette W. - Junior Leasing and Occupancy Adviser, Region III, Federal Public Housing Authority, Washington, D. C.  
 Stone, Vincent - Executive Director, Housing Authority of the County of Riverside (California)  
 Thau, Anna - Region III, Federal Public Housing Authority, Washington, D.C.  
 Thompson, Albert L. - Racial Relations Adviser, Region IV, Federal Public Housing Authority, Atlanta  
 Turner, Ida G. - Housing Manager, Peabody Apartments, Columbus (Georgia)  
 Ulvin, Dorrance - Assistant Comptroller, Housing Authority of the City of Los Angeles  
 Usher, William - Management Analyst, Housing Authority of the City of Los Angeles  
 Wellington, Alexander C. - Assistant Manager, Allequippa Terrace, Pittsburgh  
 Wilson, Harry - Safety and Fire Prevention Engineer, Region VII, Federal Public Housing Authority, Kansas City (Missouri)

#### *New Subscribers*

Ireland, William Rutherford - Chicago  
 Laves, U. R. - Head, Regional Machinery Section, Office of Price Administration, Dallas

## COMMUNICABLE DISEASES IN HOUSING DEVELOPMENTS

Clarence J. Stenzel, Principal Housing Management Adviser for the Region VIII office of the Federal Public Housing Authority, this summer circulated the following statement to all local housing authorities and housing managers in the Region:

"Recently there have been two instances of near panic within Housing Projects resulting from failure to promptly and correctly handle cases of communicable diseases within the Project. We feel that by quick action of the Management in cooperation with local health authorities, similar disturbances can be avoided.

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should refer them to a suitable agency. To sum up, let us try to be human in our relationships . . .

### Functions

"The functions usually delegated by housing managers or executive directors to the tenant aides are as follows: interpretation of Leasing and Occupancy and Project Services policies to staff, tenants, community, and plants; analysis of needs for services; analysis of service and facility resources available; supervision of Leasing and Occupancy; consideration of individual family problems; development of tenant initiative and work committees; development of agency working agreements; advising tenant work committees; evaluating need for and adequacy of community space and administering the schedule; training volunteer leadership; evaluating program and reporting to: staff and local housing authority, tenants, agencies, community as a whole (usually through newspapers), regional office (standard report forms and correspondence)."

## "VOICE OF THE PEOPLE" IN COMMUNITY ACTIVITIES

by Lawrence H. Tucker, Community Manager,  
 Greenhills, Cincinnati, Ohio

The Greenhills Citizens' Association represents the latest endeavor of the residents of this greenbelt town near Cincinnati to establish a community-wide organization as a "voice of the people" in community affairs of a non-governmental nature. Its establishment rounds out a rather complete organization of the entire activities program of the community. Village governmental responsibilities are carried out by the mayor-council form of municipal government, duly chartered under the laws of the State of Ohio. The educational program and the conduct of the school is the responsibility of the Greenhills Rural School District, board members of which are elected by the voters of the community. Commercial and service requirements of the community are being met through the functioning of the Greenhills Consumers Services, Inc., a cooperative organized on Rochdale principles. The mechanism for the expression of all organizational interests is available in the Greenhills Coordinating Council. The residents at large, and non-organizational interests of a non-governmental nature, are now given full means of expression through our new Greenhills Citizens' Association.

The Association was formally organized on September 24, 1943, at which time all residents, as members of the Association, elected representatives to a Board of Trustees. This Board will be primarily responsible for the conduct of the business of the Association.

### The Past

Before the Association was set up, the Coordinating Council was the closest approach to such an organization which had been inaugurated. It had been in existence for a period of approximately three years. Each of 45 social clubs and service groups within the community have representation on the Council, which was established for the

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"According to directive, Housing Managers shall report all cases of communicable diseases promptly to the local health officer, who shall take the necessary steps to protect the other people in the project and community. The Housing Manager should also report instances of contagious diseases within the project to the Management Branch of this Office.

#### Truth vs. Rumors

"Since the truth in such instances is always less disturbing than the rumors, we suggest that the following procedure be followed in order to keep such disturbances at a minimum:

"1 - The Project Management should work closely with the Local Health Authorities in order that Management will know of such things as placarding and quarantining of communicable diseases before the placarding is done.

"2 - The Housing Manager should get a complete statement from the Local Health Officer as to the number of cases, steps being taken, and procedure to be adopted by the other tenants.

"3 - The Housing Manager should see that the statement of the Health Officer giving the facts, together with his recommendation, is immediately brought to the attention of everyone in the Project and that any further cases or information should also be brought to each tenant's attention. We cannot overemphasize the necessity for immediate action on this matter. The lapse of a few hours may mean the difference between a quiet orderly group of people and a panic stricken group of people. Do not wait for the publication of a newspaper or a bulletin but see that this information is distributed personally to each tenant in the project."

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purpose of providing a means for giving expression to the organizational interests of the community. Under provisions of the Council's By-Laws, each organization, as represented by a delegate or alternate, has had one vote in all matters coming before it.

In its functioning, the Coordinating Council has concerned itself with the institution of community activities and programs of various natures and the carrying out of such programs through committees working in cooperation with the various constituent organizations. The Coordinating Council has been instrumental in the establishment of a new community newspaper; the operation of game and play areas; conduct of entertainment programs; etc.

#### A Lack Recognized

The Coordinating Council recognized a serious shortcoming in its form of organization, in that it contained no representation of the community at large. Residents in the community who were not associated with any of the religious, social, civic, or fraternal organizations have had no voice in formulation of its policies. The Council, therefore, sponsored the formation of the Greenhills Citizens' Association and has further amended its constitution to grant the Citizens' Association a much higher degree of representation than is accorded any other single organization.

#### Block Organization

In its physical design, the community of Greenhills consists of five super-blocks varying in size and population. In the formation of the Citizens' Association, each block has elected members to a 10-member Board of Trustees, the number of representatives or "block leaders" from each block being proportionate to the population of that block. Each block leader is responsible for the execution of the Association's program in his block and is further entitled to a vote as block representative on the Coordinating Council.

The Citizens' Association has developed and will institute a substantial program of its own, distinct from its relationship with the Coordinating Council. This program is being determined primarily upon the needs and desires of individual neighborhoods. It will be the responsibility of each block leader, working in conjunction with an Advisory Committee and other block leaders from the area which he represents, to determine upon the social, recreational, and general community requirements of the residents within his district and to provide the leadership needed to carry out a proper program. The various block activities will be stimulated and coordinated through bi-weekly meetings of the Board of Trustees of the Citizens' Association as a whole.

#### The Association's Constitution

The constitution duly adopted by the Citizens' Association has in general the following provisions:

"Membership - The membership of this association shall consist of all residents of the Community of Greenhills,

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May 3-4-5

Chicago — Stevens Hotel



Ohio. Persons 18 years of age or over shall be considered as full members and persons under 18 years of age shall be considered as junior members. . . .

**Board of Directors** - The business of the Association, other than the individual responsibilities of Block Representatives, shall be conducted by a Board of Directors. The Board of Directors shall consist of Block Representatives elected from each residential block in the Village of Greenhills . . .

**Duties of Block Representative** - It shall be the duty of each Block Representative to represent the residents and promote the welfare of the residential block from which he has been elected. Such duty shall include, but not be limited to, the following specific functions:

"1. Welcoming of new residents; tendering of membership cards to such new residents; dissemination of information as to religious, commercial, recreational, educational, social and service organizations available to them for membership, giving of information as to community and recreational facilities within the village.

"2. Assistance to block residents requiring aid because of injury, accident, or illness; assistance to the community in discovering and preventing juvenile delinquency, destruction of property, etc.

"3. Promotion of intra-block social and recreational activity, including block dances, picnics, or similar affairs; assistance to formation of block athletic teams and the organization of inter-block recreational contests, etc.

"4. Cooperation with and assistance to the program of the Office of Civilian Defense.

"5. Representation of block interests in appearances before the Village Council, the Coordinating Council, the Management Office, the Board of Education, and other similar agencies.

**Disqualification of Block Representatives, Officials or Members for Political Activity** - Any block representative, advisory committee member, officer, official, delegate or member of the Association who utilizes membership or official capacity in the Association for political purposes shall be relieved of membership and any future relationship with the Association by resolution of the Board of Directors of the Association. . . ."

#### Management's Part

The relationship of the Greenhills management office to the entire program is largely that of serving in an advisory capacity. Management has adopted the general policy of lending every possible aid to the development and carrying out of any desirable type of projected activities program which is instituted and backed by a representative group of people. On the other hand, it has been considered inadvisable, on the basis of past experience, to undertake the direct promotion of interests or activities the need for which is purely hypothetical.



#### MacARTHUR GOING UP

From left to right are the Warner Homes (Peoria) maintenance superintendent, a carpenter, and Elmer Jolly, Executive Director of the Peoria Housing Authority, all in the act of changing a project street's name from Cedar Street to MacArthur Highway.

#### A SUGGESTION . . .

Many of the tenant newspapers that come into the Division's office have nothing in them to indicate the city in which the project is located. Since many of these community papers seem to get around the country, it might be a good idea to have the city name appear in the date-line or the masthead box.

#### A REQUEST . . .

And, by the way, if a copy of your tenants' paper is not coming to NAHO, it would be appreciated if you would add the following address to your mailing list:

Joint Reference Library--NAHO  
1313 East 60th Street  
Chicago, 37, Illinois

#### ANOTHER REQUEST . . .

And don't forget to send us material for the Bulletin.



## HINTS TO THE HOUSING MANAGER

### PRESERVING GARBAGE CANS

► M. P. Lauer, Executive Director of the Akron Metropolitan Housing Authority, outlines the following procedure for extending the life of garbage cans:

"If possible the treatment should take place before the can has been used. However, if it has been used, it should be first boiled out with a strong soda solution and thoroughly cleaned with boiling water and allowed to dry.

"For a 20-gallon can, use approximately 2 pounds of asphalt. Place the asphalt in the can and bring the asphalt to a temperature high enough to cause it to be very fluid. While the asphalt is still in a fluid condition, revolve the can and at the same time keep the can tipped to an angle that would empty it of its contents.

"It must be remembered that the work of revolving the can to secure uniform coverage must be done rapidly as the asphalt cools quickly and then will cease to run. Use heavy gloves as the can becomes quite hot. I have used this method of preservation for many years, and if the can is treated in this manner once a year, it will easily last ten years. The exterior bottoms of the cans can be protected in the same manner by pouring the asphalt on the upset can from a container holding hot asphalt."

### CIRCULAR OUTDOOR

#### CLOTHES TREES

► As a substitute for clothes lines, the Housing Authority of the City of Norfolk is experimenting with the use of circular clothes trees that can be taken down after use. The experiment is being carried on at one 230-unit war housing project, where each tenant has been required to purchase one of these laundry dryers from

the management. The report to date is that the appearance of the project has been materially improved and that the dryers provide approximately 150' of line as contrasted with the usual 40' to 50' available to project tenants.

However, the report is: "It is unfortunate that we cannot buy at this time a more substantial dryer, but we are making every effort to instruct tenants to guard against abuse of them. We have found it necessary to erect heavy lines of galvanized wire at centrally located points throughout the project in order to accommodate heavy articles, such as blankets, bedspreads, and rugs. We are not entirely satisfied with the experiment thus far but will reserve our opinion until we have had a longer period for experience with the trees."

### KEEPING GARBAGE COVERED

► At Herman Gardens in Detroit, the management removes all garbage cans that are uncovered - which means that the offending tenants are forced to invest in new cans - a sufficient hardship to encourage compliance with a provision in their leases that they will provide themselves with covered receptacles.

### LOCK-OUT SERVICE

► The management at Parkside and Carle Homes (1330 units) in Detroit have recently instituted a tenant signature registry - as an aid in rendering safe lock-out service. Each tenant family receives two printed index cards on which the family name, address, and date of initial occupancy are shown. Every member of the family is asked to sign the cards in his own handwriting in a space provided and to indicate his relationship to the head of the family - and the head of the family signs the card in a separately provided space under

the statement: "Do not admit anyone to my unit by your 'lock-out' service except those signed above or myself."

One of the cards is filed in the management office; the other in the heating plant. During office hours, lock-out service is made from the office; after office hours, the tenant must contact the heating plant - but after midnight no service is available until 8 the following morning. The charge is 25¢.

The Management accepts the signatures of housekeepers or part-time household workers - also occasional visiting relatives. It feels that the system, in addition to protecting tenants, serves as a means of checking on the occupancy of particular dwelling-units.

### IMMUNIZATION POLL

► At Techwood and Clark Howell Homes in Atlanta, Manager Peter M. Lynch has conducted a poll of all tenants to record the number of pre-school children on the project that are protected by immunization against whooping cough, small-pox, diphtheria, and typhoid fever. Where children are not so protected, parents are urged to take them to the project's baby clinic, where such immunizations are given free on a regular weekly schedule. This device may be one means of protecting housing communities from the dangers noted on page 9 of the Bulletin.

### CHECK CASHING SERVICE

► At Banning Homes, a 2000-unit war project in San Pedro, because the working hours of the tenants and the location of the community are inconvenient in relation to banking hours and locations, the management has arranged for a commercial check cashing service to be set up in a centrally situated building on the project.